



County of Los Angeles CHIEF EXECUTIVE OFFICE

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WILLIAM T FUJIOKA
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Board of Supervisors
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Third District

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MICHAEL D. ANTONOVICH
Fifth District

May 20, 2011

To: Mayor Michael D. Antonovich
Supervisor Gloria Molina
Supervisor Mark Ridley-Thomas
Supervisor Zev Yaroslavsky
Supervisor Don Knabe

From: William T Fujioka
Chief Executive Officer

A handwritten signature in black ink, appearing to read "W. T. Fujioka", is written over the printed name and title.

TASKS PERFORMED BY CEO FOR PROBATION DEPARTMENT AND DEPARTMENT OF CHILDREN AND FAMILY SERVICES

As requested by your staff, the attached lists provide a summary of the major focus areas and routine functions CEO staff currently perform for the Probation Department and Department of Children and Family Services.

Please let me know what we can do to support the recently approved ordinance.

If you have any questions, please let me know.

WTF:ga

Attachments

c: Board Chief Deputies
Executive Office, Board of Supervisors
County Counsel

"To Enrich Lives Through Effective And Caring Service"

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PROBATION
Current Assignments and Initiatives

	Item	Description
Major Program Focus Areas for Probation	Homeboy Industry Contract	The Department monitors the contract, but the review of invoices involves CEO staff, as the contract is under this office.
	Juvenile Court Health Services (JCHS)	Health services, for youth in Probation facilities, is provided by DHS's Juvenile Court Health Services operations (JCHS). There are ongoing issues which often require cross-cluster collaboration which is facilitated or coordinated by the CEO. Currently, there is an effort underway to implement a new discharge process to ensure youths upon release obtain a complete medical discharge and all appropriate medications, with a plan in place for continuity of care.
	Title IV-E Waiver	Working with Probation to review the County's Title IV-E Waiver funding and related outcomes. In addition, conduct ongoing review of Waiver spending.
	Gang Initiative	The CEO is Chair of the Executive Steering Committee, which is responsible for this Countywide Initiative that is being run as a pilot in the Probation Department. CEO staff work with the Department to monitor resources and program progress. Primary aims are to reduce recidivism and to find ways of keeping youth from entering the system through proven intervention and prevention techniques.
	Comprehensive MOU	This Board Directive to develop an umbrella MOU to coordinate and integrate County services provided to Probation. CEO convenes the multi-cluster workgroups that currently provide services to the Department, and has developed a draft contract for this purpose. An analysis of the recent re-entry reports is underway to determine whether there is a nexus to the coordination being sought in the MOU.
	Adult Day Reporting Center/Juvenile Day Reporting Center	Working with Probation to determine the viability (financially and programmatic) of implementing additional Day Reporting Centers. This discussion also includes whether these centers can be used as a means of alternative sentencing, thereby reducing budgetary costs.
	Education Reform	Working with Probation to provide assistance necessary to implement the provisions of the Board approved recommendation for this plan.
	Medical Discharge (Judge Nash - Court Order)	Working with Department, JCHS and Superior to implement the medical discharge process in compliance with Judge Nash's court order.

PROBATION
Current Assignments and Initiatives

	Item	Description
Major Program Focus Areas for Probation (cont.)	Collections Process Review	Working with Department and Treasurer-Tax Collector to determine ways in which collection of revenues can be improved. Improvement would help reduce the structural deficit.
	Re-Entry Program	Performing analysis/comparison, per Board direction, to compare the recommendations of the Harvard study on juvenile re-entry to the UCLA study to ensure that the Harvard report's recommendations are incorporated into the UCLA study as appropriate.
	Management Assessment	Work with Department to assist with implementation of the recommendations.
	Cal-EMA Grant Medi-Cal Administrative Activities (MAA) Revenue	Monitoring to ensure that claiming for this revenue source is being maximized. The Department had included increased revenue in this area as part of their plan to close the budget gap.
	Probation Wraparound Services	The Department has a commitment under the Katie A. agreement. When funding and programmatic issues arise, work with Probation and DCFS to resolve problems.
	Office of Independent Review (OIR) Contract	CEO works to assist in providing resources needed at OIR's request and monitoring the OIR contract. CEO is the contract manager for the OIR contract.
Probation Projects	Department of Justice	Assisting and monitoring the Settlement Agreement between the Department of Justice to implement recommendations from the investigation of conditions at Juvenile Camps. Work closely with Department to make sure steady progress is being made, and when there are problems that impede progress, work to resolve them.
	Probation Case Management System (PCMS) Project	The requirement for a case management system comes as part of the DOJ Settlement Agreement for the Halls.
	Probation Electronic Medical Records Systems (PEMRS) Project	PEMRS is an IT that will provide a system of transferring health and mental health records among halls and camps as required by the DOJ Settlements dated August 14, 2004 and October 31, 2008. CEO works with Departments to monitor that steady progress is being achieved by chairing the Executive Steering Committee and Operations Committee, each of which are cross-cluster. CEO takes the lead role in resolving problems that occur between the partners that can cause delay of this project. The Board approved the contract in June 2010. Target completion date is August 2011.

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Current Assignments and Initiatives

Item		Description
Budget Development	Annual Budget Development	Work with Department to developed the annual budget, ensure all changes to budget are justified and supported.
	Revenue	Analyze Vehicle License Fees, Youth Offender Block Grant (YOBG) and other programmatic revenue sources.
General Finance and Operations	Budget Status Reports	Review the Budget Status Reports to validate current year end expenditures and revenues.
	Appropriation Adjustments	Review all appropriation adjustment requests due to Departmental spending plan and/or changes in grant funding.
	Hiring, S&S Exception and ARB Bonues	Review Hiring Requests, S&S Exception and review all ARB requests to ensure sufficient funding available and work with CEO Classification/Compensation.
	Real Estate & Space	Review and approve all space requests to ensure the appropriate amount of space has been requested and sufficient funding is available.
Legislative Affairs	Federal & State Legislation	Provide assistance with the annual Federal and State legislative policy development, management and advocacy. Monitor and analyze legislation to determine programmatic impact such as Juvenile Justice Crime Prevention Act (JJCPA) and proposed state realignment. Bills currently being tracked include: AB12, AB1628 and SB678.
Audits	Internal	Work with Auditor-Controller to review Departmental and contractor audits (Group Home) on a monthly and quarterly basis.
	External	Work with Probation in responding to several State and Federal audits, which include the DOJ-Settlement Recommendation and the Office of the Inspector General (OIG) audit.
Board Relations	Board Letters	Ongoing review and analysis of all Board letters and contract documents.
	Board Motions	Work with Department to draft responses to all Board Motions and ensure the timely implementation of Board approved actions.
	Cluster Meetings	Prepare weekly cluster agenda and meeting materials at least 72 hours in advance for Board review and approval.
Capital Projects	SB 81 Construction Project	Work with Department on development of project plans, assistance with complying with CSA requirements, and the identification of financial resources for this project.
	Security Enhancements	Work with Department to implement various security enhancements at Hall and Camps. Convene meetings between Department and DPW as necessary to resolve issues related to this matter.

PROBATION
Current Assignments and Initiatives

Item	Description
Pending Board Motions	<p>DOJ Hiring Updates</p> <p>Implementation of the DOJ/County Camp Settlement Agreement. Reports includes updates on DHS, Auditor-Controller and DMH hiring progress. Board ordered monthly reporting.</p>
	<p>Inter-Department MOU</p> <p>Established a multi-departmental effort to:</p> <ul style="list-style-type: none"> a) Create an index of all the cross agency MOUs regarding health and social services currently provided to youth within the juvenile justice system of existing, are in the process of being drafted or a needed. b) Create a single comprehensive MOU that, to the extent permitted by state and federal law and funding restrictions, better coordinate and integrates various health, mental health and social services provided to youth within the Juvenile Justice System. c) Develop a prioritized list of evidence-based strategies to improve the quality of health and social services for youth in or at risk of detention and ensure continuity of care as youth transition back to the community; d) Developed performance benchmarks by which the County can measure and report upon it success; e) Develop a descriptive list of cross-agency services and timeline for creating the MOU.
	<p>Probation Management Reorganization</p> <p>CEO, working with the Director of Personnel, County Counsel and the Chief Probation Officer, to explore ways in which the Chief Probation Officer can be given the maximum flexibility to assemble the best possible management team, including where necessary, the ability to hire individuals from outside the Department under the provisions of County Charter Section 33(i), in order to effectively carry out the reform and restructuring of the L.A. County Probation Department, and provide a written report to the Board within 30 days with specific findings and recommendations on how to proceed to achieve the necessary hiring and management objectives. This report is pending the Departments pending of mid-level manager positions. The original instruction of the Board was satisfied, but the Department committed to reporting further change. CEO Class/Comp and Budget work to ensure appropriate staff levels and budgetary resources are adequate.</p>

PROBATION
Current Assignments and Initiatives

Item	Description
Pending Board Motions (cont.)	Juvenile Reentry Study Comparison CEO together with the Chief Probation Officer, the Interim Superintendent of L.A. County Office of Education, Mental Health and Health Services to report back to the Board on the recommendations contained in the report by January 10, 2011. CEO to review the reentry report entitled Juvenile Reentry in L.A. County: An Exploration of the Strengths, Barriers and Policy Options and ensure that the Report and its recommendations, as deemed appropriate, are incorporated into the DCSS' report recently commissioned using the Youth Offender Reentry Planning Grant received from the U.S. Dept of Labor. Report signed on 5/18/11.
	SB 81 Site Location Report Report signed 5/18/11.

DEPARTMENT OF CHILDREN AND FAMILY SERVICES
Current Assignments and Initiatives

	Item	Description
Major Program Focus Areas for DCFS	Title IV-E Waiver	Work with DCFS and Probation to review the County's Title IV-E Waiver funding, related outcomes, and requirements for receiving an extension. In addition, monitor Waiver funding and performance outcomes.
	Assembly Bill 12 (AB12)	Participate in the AB 12 local workgroup responsible for helping to define the Statewide AB12 Implementation Plan.
	MacLaren	Establish and help implement Board vision for MacLaren as a Community Resource Center.
	Public Health Nurses Initiative	Define the roles and funding for DPH and DCFS Public Health Nurses in providing services to DCFS.
	Redesign of Service Delivery Model	Draft a Statement of Work (SOW) to redesign the Service Delivery Model using various funding: Family Preservation, Wrap Around, PIPD, PFF, etc. The planning, development, and implementation timeframes are critical.
	Emergency Response Redesign	Continue to reduce the Emergency Response referrals over 60 days.
	Hotline	Assess Hotline operations and implement changes to improve the quality of Hotline response to ER Referrals.
	Policy Redesign	Enhance web capabilities focused on policies and procedures .
	Core Academy Redesign	Ensure the implementation of the Core Academy Redesign with focused attention toward evaluation of trainees.
	IA, Command Post, & Red Team	Review redundancies between units, streamline processes, and clarify roles and responsibilities.
	CLETS	Establish a mechanism for ensuring timely processing of CLETS and Live Scan.
	Performance Management	Developed recommendations to standardize and simplify the disciplinary practices across DCFS.
	Out-of-Home Care Investigations	Strengthen auditing/monitoring of County-contracted foster care facilities.
	DCFS Data Dashboard	Develop a Department-wide data dashboard to monitor real-time data to ensure timely and quality services.
	State System Improvement Plan (SIP)	Evaluate annually effectiveness of entire system with internal and external stakeholders.
	Command Post	Track the number of children and the length of time staying at Command Post.
	Warrants	Increase the number of warrants issued prior to children being detained.

DEPARTMENT OF CHILDREN AND FAMILY SERVICES
Current Assignments and Initiatives

Item		Description
Budget Development	Annual Budget Development	Work with department to developed the annual budget, ensure all changes to budget are justified and supported.
General Finance and Operation	Budget Status Reports	Review the Budget Status Reports to validate current year end expenditures and revenues.
	Appropriation Adjustments	Review all appropriation adjustment request due to departmental spending plan and/or changes in grant funding.
	Hiring, S&S Exception, and ARB Bonuses	Review Hiring Request, S&S Exception and review all ARB request to ensure sufficient funding available and work with CEO Classification/Compensation.
	Real Estate & Space	Review and approve all space requests to ensure the appropriate amount of space has been requested and sufficient funding is available.
Legislative Affairs	Federal & State Legislation	Provides major assistance/counsel to the DCFS with annual Federal and State legislative policy development, instruction, management and advocacy. Monitor and analyze legislative actions to determine programmatic impact on Department (program and budgetary), which include proposed State realignment. Major bills being tracked and/or implemented are AB12, AB 73, AB3632.
Audits	Internal	Work with Auditor Controller to review departmental and contractor audits on a monthly and quarterly basis.
	External	Work with DCFS in responding to several State and Federal audits.
Board Relations	Board Letters	Ongoing review and analysis of all Board letters and contract documents.
	Board Motions	Work with departments to draft responses to all Board Motions and ensure the timely implementation of Board approved actions.
	Cluster Meetings	Prepare weekly Custer agenda and meeting materials at least 72 hours in advance for board review and approval.
DCFS Data Sharing Projects	Family and Children's Index (FCI)	Oversee enhancements that have been implemented per Board directive including increasing participation from County and non-County agencies and the countywide rollout of the Communications Log (CommLog).
	Enterprise Master Person Index (EMPI)	Lead the effort to create an EMPI platform across 3 departments: DCFS, DMH, and DHS, that will improve electronic data-sharing. Plans are to expand Countywide once this initial pilot is implemented.

DEPARTMENT OF CHILDREN AND FAMILY SERVICES
Current Assignments and Initiatives

	Item	Description
Pending Board Motions	Child Fatality Data - Single Entity	Facilitate a workgroup to designate a single entity responsible for tracking and reporting child fatality data.
	Senate Bill 39 (SB39) Unit	Create a new SB39 unit per Board Request.
	Self-Sufficiency	Participate in the development and implementation of a County-wide Youth Self-Sufficiency Plan.
	OIR Audit	Provide a response to OIR's findings and recommendations of Internal Affairs and Performance Management and implement appropriate recommendations.
Lawsuits	Katie A.	Work toward implementation of Katie A. Strategic Plan with focus on getting out of settlement agreement.
Other Important Considerations	DCFS Administrative and Financial areas have serious deficiencies. The Department's restructuring and staffing efforts for these operations requires support and must remain a priority.	
	Senate Finance Committee is drafting legislation that would not authorize the renewal of any existing or new child welfare waivers. The Department will need to closely monitor this bill and estimate the financial and programmatic impact.	